

Implementing Total Quality Leadership

Lesson Seven

Organizational Assessments

Objectives

- λ **Describe the purpose of conducting an assessment.**
- λ **Describe the different assessment methods.**
- λ **Describe the use of specific internal and external assessment tools.**
- λ **Describe the roles and responsibilities of the ESC and the TQL Coordinator in conducting assessments.**

The point is that management must recognize the old culture and how it might impede the new strategy. This is why a thorough assessment of the existing organizational culture is so important.

Bounds, Yorks, Adams and Ranney

Organizational Assessment

A systematic method of measuring aspects of an organization and its environment.

- λ **Involve data**
- λ **Designed to increase leader knowledge.**
- λ **Ongoing, continuous requirement for quality progress**

Why Do an Assessment?

- λ **To establish a baseline.**
- λ **To assess progress.**
- λ **To determine customer requirements.**
- λ **To provide guidance.**
- λ **To enhance communication.**

Choosing an Assessment Method

- λ **What questions should the assessment answer?**
- λ **How much money can be spent?**
- λ **What are the time constraints?**
- λ **What expertise is available?**

Assessments

- λ **Internal**

- λ Strengths

- λ Weaknesses

- λ **External**

- λ Opportunities

- λ Threats

Internal Assessment Methods

- λ **Examine records and reports.**
- λ **Observe behavior.**
- λ **Interview individuals and groups.**
- λ **Conduct surveys.**

Advantages of Surveys

- λ **Relatively inexpensive to use.**
- λ **Can be completed quickly.**
- λ **May be administered to large groups.**
- λ **Computer or pen and pencil.**
- λ **Amenable to statistical analysis.**

Disadvantages of Surveys

- λ **Does not allow for generation of new ideas.**
- λ **Reading levels.**
- λ **May have hidden costs.**

Assessment Instruments

DoD Performance Assessment Guide

- λ The Quality and Productivity Self-Assessment Guide.
- λ The Guide for Developing Performance Measures.
- λ The Guide for Measuring Customer Satisfaction

Assessment Instruments

Total Quality Implementation Survey

- λ To orient new CO and ESC on the level of TQL activities in the organization.
- λ Several areas of concentration.

Assessment Instruments

Performance Assessment and Results - 4 (PAR4)

- λ Performance Measures
- λ Measures of Customer Satisfaction
- λ Organizational Self-Assessment
- λ Summary of Results

Methods of External Assessment

- λ **Focus groups**
- λ **Customer panels or boards**
- λ **Interviews**
- λ **Surveys**

Role of ESC

The organizational assessment process is not something to be delegated to lower levels, or to staff personnel.

λ **Planning**

λ **Administration**

λ **Analysis**

λ **Feedback**

λ **Action**

The Role of the Coordinator

- λ **Advise and assist.**
- λ **Help leaders plan and conduct assessments.**
- λ **Oversee the survey administration and analysis process.**

Role of the Individuals

Provide knowledge about:

- λ **Systems**
- λ **Processes**
- λ **How work gets done**
- λ **Strengths and weaknesses**
- λ **Quality characteristics**

Avoiding Potential Pitfalls

- λ **Maintain confidentiality.**
- λ **Feed results back to the organization.**
- λ **Take action based on results.**
- λ **Use the data for planning purposes.**

Summary

- λ **Assessments provide data for planned organizational change.**
- λ **Once a baseline is established, future assessments measure progress and target areas for improvement.**
- λ **Data from surveys of the internal and external environment, including customer feedback, may be used as input to the strategic plan.**
- λ **The DoD/DoN have developed surveys designed to assist commands in implementing TQL.**